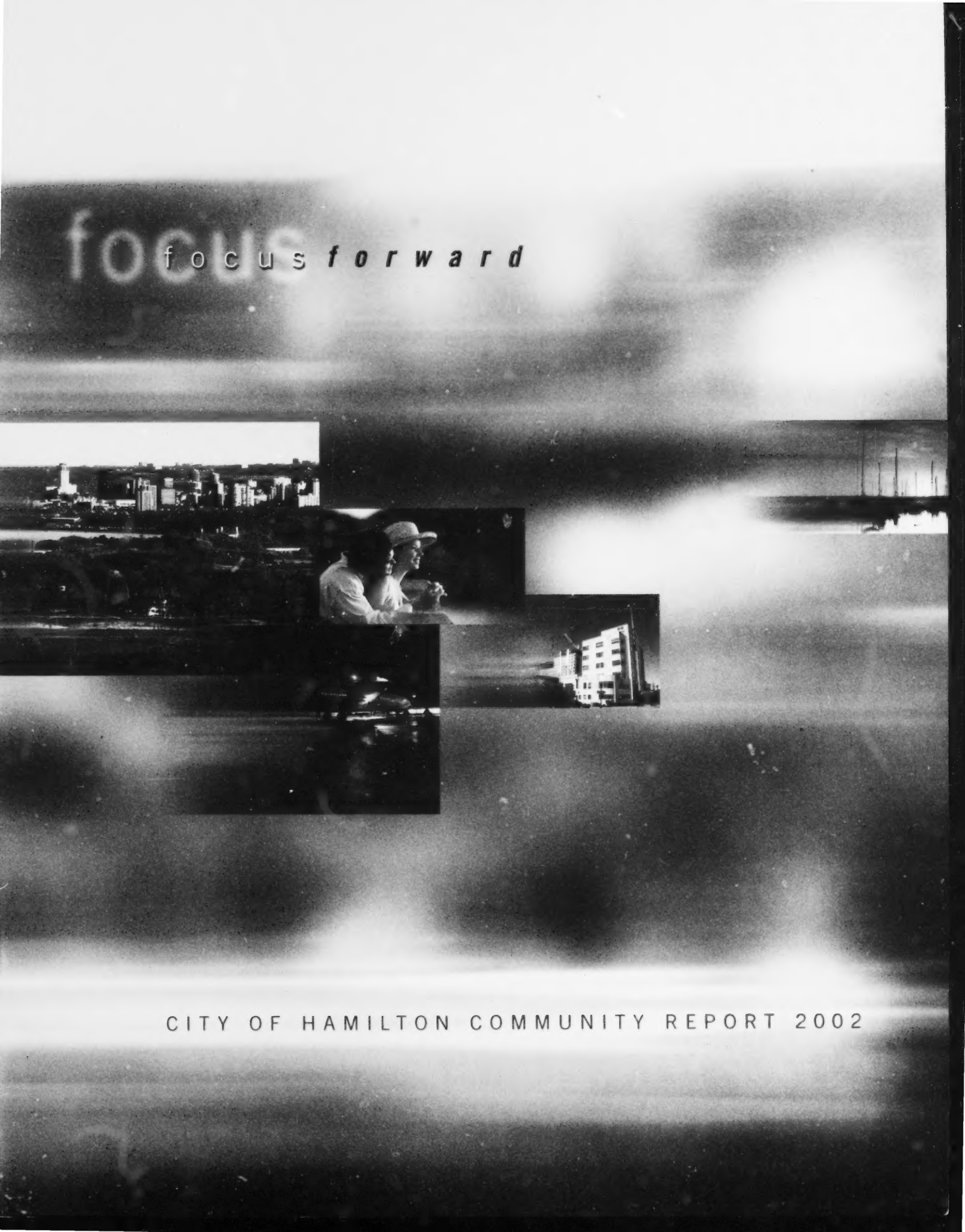
focus forward
CITY OF HAMILTON COMMUNITY REPORT 2002

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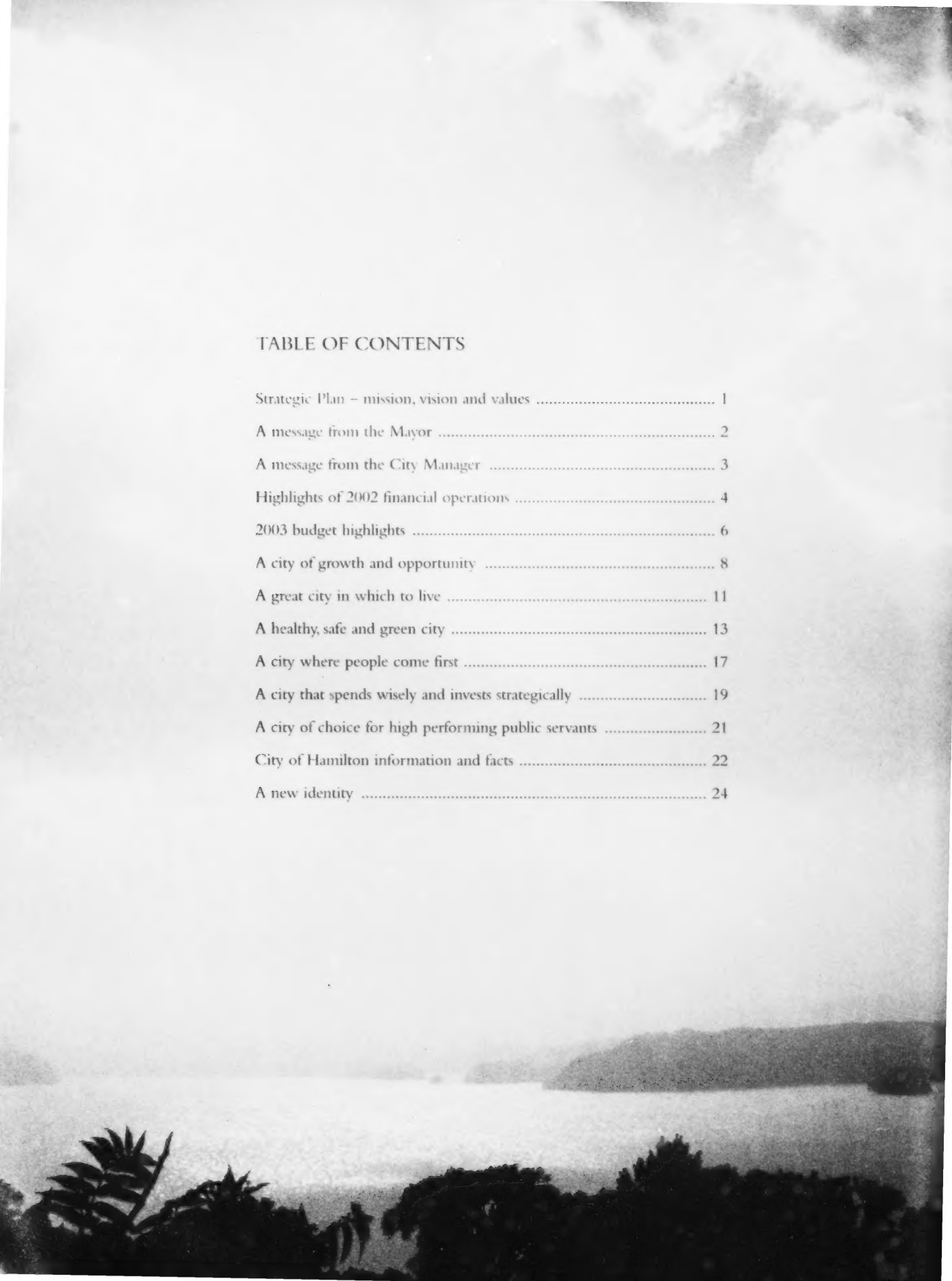

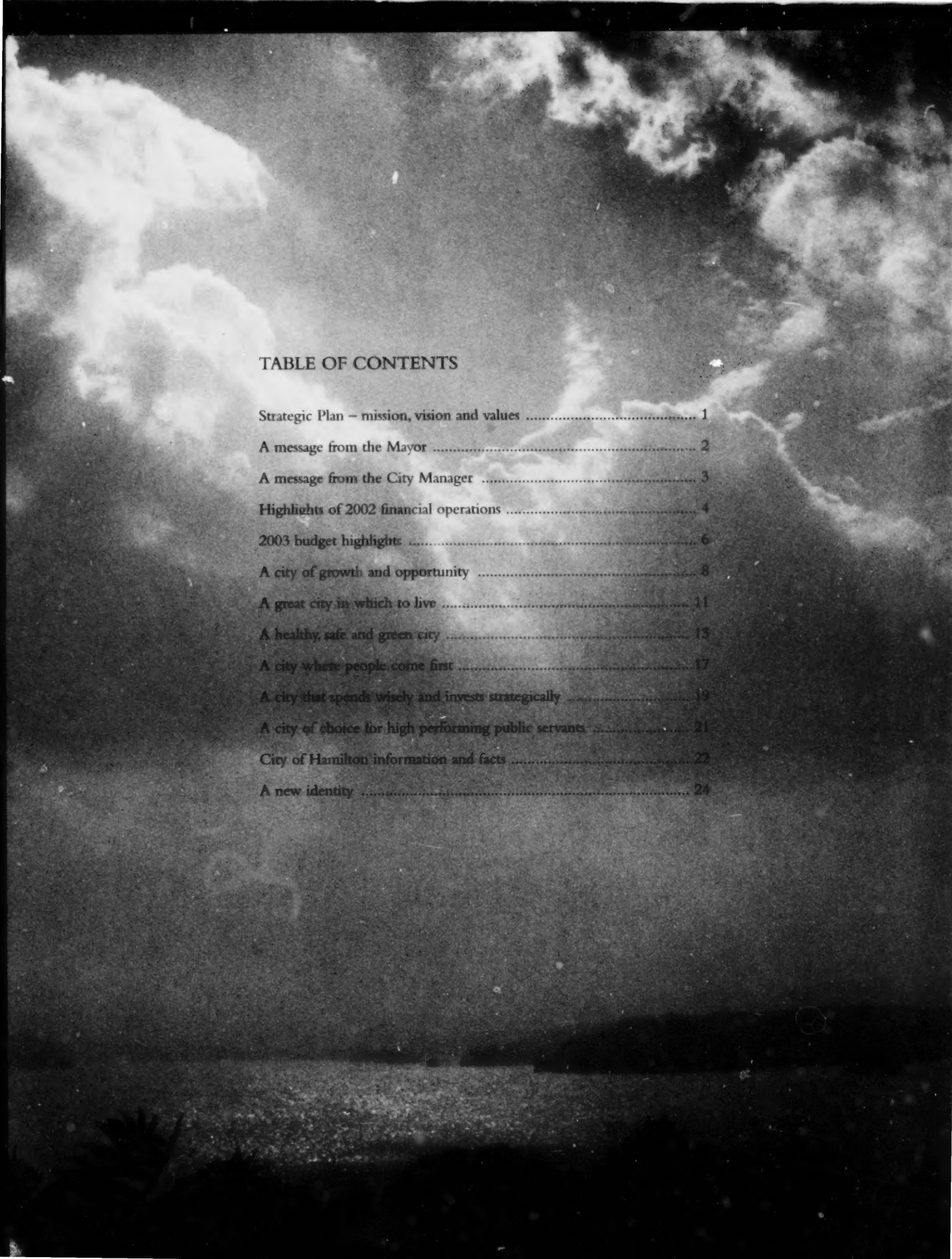

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City of Hamilton Strategic Plan – mission, vision and values

OUR VISION

The City of Hamilton's vision is the shaping force for all of its policies, actions, behaviours and services.

It states: The City of Hamilton is a safe, healthy, sustainable community and a great place in which to work, live and play, that offers residents and businesses growth and opportunity.

It is a city of diverse communities, led by Council, which together with staff, spends wisely and governs in an open and accessible manner.

OUR MISSION

The mission of Council and staff is to work together to create and implement strategies necessary to turn the vision into reality.

OUR VALUES

The vision, mission and goals of the City of Hamilton will be guided by 10 core values.

Fiscal Accountability: to increase the efficiency of our city government through fiscal responsibility and prudence.

Leadership: in our thinking and in our actions; encouraging individual and team initiatives that exceed expectations, and advocating what we believe in.

Innovation: to think broadly and long-term; to balance both city-wide and neighbourhood responsibilities; to do more with limited resources.

Integrity: to demonstrate honesty and sincerity in all of our dealings, upholding only the highest ethical principles; to provide open and transparent communications to create informed opinion.

Respect: for the needs of all residents, for all viewpoints, and for the diversity of our community.

Compassion: sensitivity to, and meeting the requirements of all residents with special needs and interests, and those less fortunate.

Commitment: to fulfilling the vision and goals of the city.

Teamwork: working in full cooperation and a spirit of collegiality with staff, Council, residents, businesses and external partners.

Sustainability: to contribute to a balanced community, economy and environment; to minimize the footprint of our activities and to do no harm.

Excellence: in our service delivery, through a quality workforce; and to show pride in our efforts and the community in which we live and work.

OUR GOALS

Our strategic plan shows how we want to build a city that works. We want Hamilton to be:

1. **A City of Growth and Opportunity**
   To secure a future of growth and opportunity for the City of Hamilton, Council commits to focus all available resources on economic development.
2. **A Great City in Which to Live**
   To ensure that Hamilton remains a great city, Council commits to providing quality services that residents can rely on and to support the community's quality of life.
3. **A Healthy, Safe and Green City**
   To ensure the quality of life of Hamilton residents, Council commits to work with our government partners to improve our natural environment, the safety of our community, and the health of our residents.
4. **A City Where People Come First**
   To harness the energy of the citizens of the new City of Hamilton and to fulfill our obligation to be open and accessible, Council commits to communicate clearly and effectively with the public; provide full information about services, their cost and how well they meet clear performance targets.
5. **A City That Spends Wisely and Invests Strategically**
   To get the best value for taxpayer dollars, and to ensure that we have the financial resources available to invest in our economic development and other community priorities, Council commits to increase the efficiency of our city government.
6. **A City of Choice for High Performing Public Servants**
   Council commits to value Hamilton civic employees and to work with the management team to create the conditions where all employees can excel in their service to the community.

A message from the Mayor

I am pleased to report a resurgence of optimism in the local economy. The City of Hamilton is experiencing a surge of new activity, new prospects, new initiatives and a new sense of optimism. We are seeing forward momentum after decades of stagnation. Our number one priority continues to be economic growth.

The Conference Board of Canada is predicting that Hamilton's economy will grow by a robust 4.7% in 2003, with job growth hitting 3.1%. A Hamilton Spectator newspaper editorial said: "Confidence is built out of positive experiences. Small first steps are just fine, because success builds on itself... So it is in Hamilton now: a sense of something positive happening here..." The editorial column goes on and concludes with: "There's a buzz of activity and a hum of confidence in Hamilton; we believe it's the sound of a city on its way back."

When we became a "new" City in January 2001, we knew that we would be facing tremendous hurdles as we amalgamated six municipalities. We have overcome many challenges -- and it would seem that now we are beginning to reap the benefits of our patience and determination.

In 2002, City Council approved a new economic development strategy that identified six clusters for development and investment: Advanced Manufacturing, Aerotropolis (Airport), Agriculture, Biotechnology, Film, and Information & Communications Technology (ICT). These clusters were selected because the city has inherent strengths in each and an opportunity exists to grow and compete globally.

There is renewed interest and investment in the city core, especially residential development. There were more than $63 million in building permits issued in the core in 2002. Overall, a record $660 million in construction projects were underway across the city – a $149 million increase over 2001. Non-residential growth in building permit values was led by the institutional, commercial and industrial sectors.

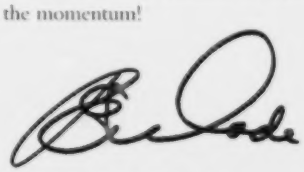
The John C. Munro Hamilton International Airport saw passenger service grow by 64% in 2002 over the previous year. Cargo shipments from the airport grew by almost 10%.

Hamilton has a clear focus. We focus on comprehensive planning, sound management and strategic initiatives. By attracting investment, the business tax base will grow. This growth will support local social programs, recreation and infrastructure investment.

The City of Hamilton has embarked on the most ambitious and aggressive commercial tax-cutting program in the province and perhaps across the entire country. In 2001, the City cut over $24 million through the Business Tax Reduction plan. In 2002, we delivered another $19 million in tax-cuts. City Council is committed to continuing this reduction strategy in 2003 and beyond.

I have always been a firm believer in bringing people together to solve problems and search for opportunities. My "Open for Opportunity Task Force" brought the public and private sectors together to make a much more business-friendly environment in City Hall. The task force recommendations reduced red tape and improved access and efficiency. Partnership is the key to our future. We will continue to draw upon one of Hamilton's fundamental strengths – our diversity, culture, geography, industry, economy and people.

Hamilton has a new spirit of determination and achievement. Let's continue to work together to maintain the momentum!



Mayor Robert E. Wade
City of Hamilton

A message from the City Manager

The City of Hamilton's number one priority is growing our economy. In doing so, we cannot lose sight of our broader vision of a safe, healthy, sustainable community and a great place in which to live, work and play. The municipality has established a sound strategic business planning approach to set priorities and allocate resources. The comprehensive business planning process is tied directly to our budget planning to ensure that we continue to pay attention to key projects and initiatives for healthy growth.

To promote a sustainable community, the City of Hamilton is developing a Growth Related Integrated Development Strategy (GRIDS) for the municipality. GRIDS is an interdependent, multi-staged process involving four of the City's departments: Public Works, Planning & Development, Corporate Services and Economic Development. The strategy combines the goals and actions of these departments to create a sustainable future for the city. This new approach to development employs the principles of "smart growth" and "sustainable community."

A sustainable community is a place where social, economic and environmental issues are jointly considered as a basis for municipal decision-making. In 1992, the municipality adopted VISION 2020 – an award-winning collection of goals, strategies, actions and measures used to move the City of Hamilton towards a sustainable future.

GRIDS and Vision 2020 are two elements that ensure that we are working cooperatively and strategically.

This annual Community Report provides an overview of key projects and achievements of the past year and contains information about the operations of the City of Hamilton, including detailed financial information.

I also take this opportunity to acknowledge and thank all of the municipal staff employed by the City of Hamilton. These men and women work diligently each and every day to deliver a wide range of services to our community. We are truly grateful to them for all of their achievements and efforts.

Robert Robertson, Ph.D.
City Manager
City of Hamilton

Highlights of 2002 financial operations

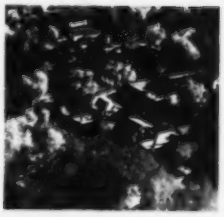
2002 Financial Highlights

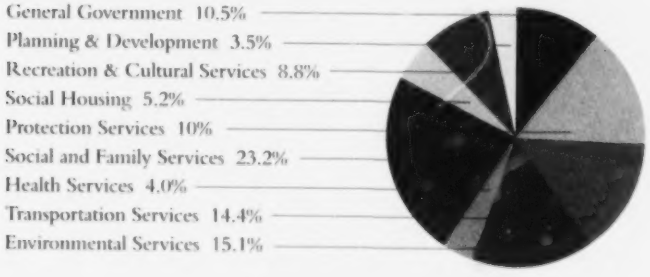
In 2001, Hamilton held the line on residential taxes – with a 0% increase – while maintaining service levels. This was made possible through $23 million in amalgamation related savings. By 2002, the City's aging infrastructure and limited assessment base made this impossible – with an average 2002 residential tax increase of 4.5%. The downloading of social services, such as ambulance and social housing, continued to put an additional drain on resources.

The City sees economic development as one of the keys to turning the tide. That is why the City is committed to business tax cuts, which began in 2001 with the delivery of the largest business property tax cut in the province's history ($24.6 million). The Business Tax Reduction (BTR) Plan remains essential to our competitiveness and Council continued this commitment with an $18.7 million plan for 2002. Business property tax rates have declined approximately 30% since 2000.

Operating Expenditures by Service

	2002		2001	
General Government	$ 109,393,000	10.5%	$ 97,249,000	10.4%
Protection Services	158,491,000	15.2%	137,763,000	14.8%
Transportation Services	149,532,000	14.4%	141,902,000	15.2%
Environmental Services	156,989,000	15.1%	129,524,000	13.9%
Health Services	41,153,000	4.0%	36,233,000	3.9%
Social and Family Services	241,744,000	23.2%	229,814,000	24.7%
Social Housing	54,165,000	5.2%	45,283,000	4.9%
Recreation and Cultural Services	91,520,000	8.8%	85,150,000	9.1%
Planning & Development	36,808,000	3.5%	28,401,000	3.0%
TOTAL	**$1,039,795,000**	**100.0%**	**$931,319,000**	**100.0%**

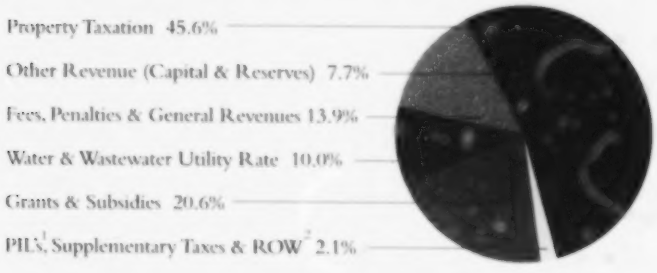




Operating Revenues by Type

	2002		2001	
Property Taxation	$ 477,139,000	45.6%	$ 461,250,000	48.9%
PILS[1], Supplementary Taxes and ROW[2]	22,192,000	2.1%	22,007,000	2.3%
Grants & Subsidies	215,273,000	20.6%	200,799,000	21.3%
Water & Wastewater Utility Rate	104,756,000	10.0%	90,854,000	9.6%
Fees, Penalties and General Revenues	145,436,000	13.9%	124,184,000	13.2%
Other Revenue (Capital & Reserves)	80,811,000	7.7%	44,908,000	4.8%
TOTAL	**$1,045,607,000**	**100.0%**	**$944,002,000**	**100.0%**
Operating Surplus (Deficit)	**$5,812,000**		**$12,683,000**	

[1]Payment in lieu, [2]Right of ways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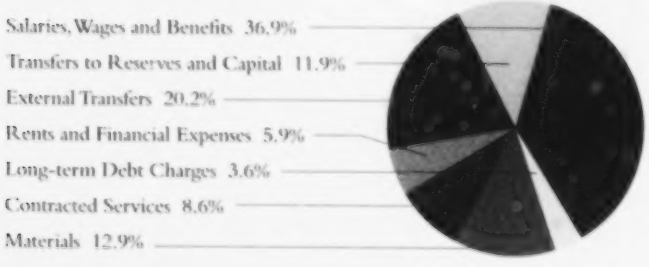
Water & Wastewater Utility Rate 10.0%
Grants & Subsidies 20.6%
PILS[1], Supplementary Taxes & ROW[2] 2.1%

Operating Expenditures by Cost Object

	2002		2001	
Salaries, Wages and Benefits	$ 383,515,000	36.9%	$ 350,272,000	37.6%
Long-term Debt Charges	37,923,000	3.6%	37,411,000	4.0%
Materials	134,184,000	12.9%	127,034,000	13.6%
Contracted Services	89,504,000	8.6%	76,118,000	8.2%
Rents and Financial Expenses	61,160,000	5.9%	38,731,000	4.2%
External Transfers	210,152,000	20.2%	188,272,000	20.2%
Transfers to Reserves and Capital	123,357,000	11.9%	113,481,000	12.2%
TOTAL	**$1,039,795,000**	**100.0%**	**$931,319,000**	**100.0%**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General Government 10.5%
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Recreation & Cultural Services 8.8%
Social Housing 5.2%
Protection Services 16%
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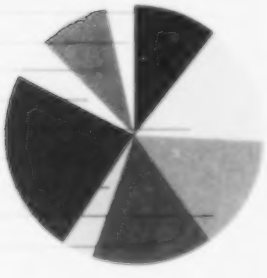
Transportation Services 14.4%
Environmental Services 15.1%



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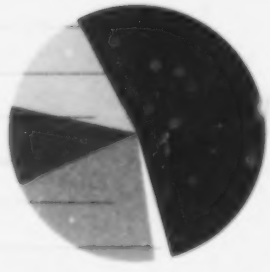
Depreciation less Right-of-way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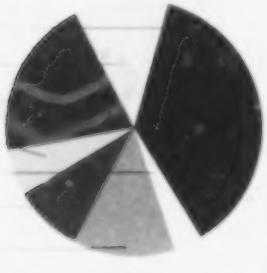
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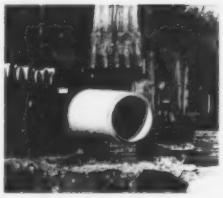
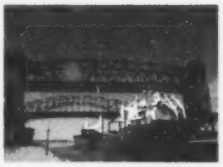
2003 budget highlights





2003 Budget

Final 2003 City of Hamilton budget approved March 6, 2003.

New for 2003 was the introduction of a "business planning" model for the preparation of departmental budgets.

Through business planning, budgets will:

- *More closely reflect Council's strategic goals and priorities,*
- *Be aligned with specific planned outcomes and customer benefits, and*
- *Facilitate better/easier corporate decision making.*

Budget pressures of approximately $41 million.

Significant challenges brought about by inflationary cost pressures, rising program service needs in such areas as social, health, emergency and police services and infrastructure renewal requirements.

2003 budget represents a fair and balanced approach towards solving the City's fiscal dilemmas and ultimately putting both our short- and long-term financial prospects on a more sound and sustainable basis.

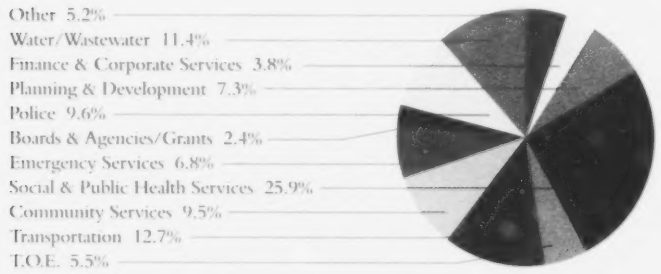
The 2003 Tax Budget attempts to focus on the following priorities:

1. Continue to foster and encourage economic growth and improved competitiveness through the Business Tax Reduction (BTR) plan and strategic infrastructure investments.
2. Make important re-investments to maintain the City's existing infrastructure.
3. Continue to support cost pressures within fire protection, land ambulance and police services.
4. Take the necessary steps to ensure future fiscal sustainability by controlling and reducing program spending. By "putting our financial house in order", we must recognize the difficult reality that current service levels and programs are not aligned with the taxation resources available to fund these costs in the long run.

Gross Operating Expenditures

	2003 Budget	%
Other*	$ 53,099,270	5.2%
Finance & Corporate Services	38,205,420	3.8%
Planning & Development	74,726,300	7.3%
Social & Public Health Services	263,763,160	25.9%
T.O.E.	55,497,450	5.5%
Transportation	129,243,200	12.7%
Community Services	96,373,730	9.5%
Emergency Services	69,418,090	6.8%
Boards & Agencies/Grants	24,205,555	2.4%
Police	97,428,060	9.6%
Water/Wastewater	115,753,750	11.4%
TOTAL	**$1,017,713,985**	**100.0%**

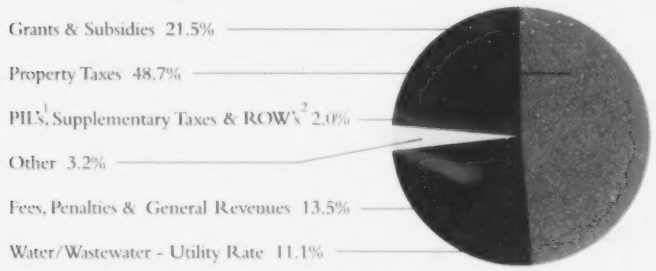
**Legislative, City Manager, Corporate Secretariat, Economic Development, Human Resources, Corporate Financials & Non Program Revenues*

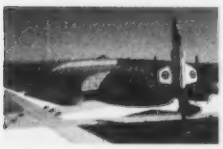


Gross Operating Revenues

	2003 Budget	%
Fees, Penalties & General Revenues	$ 137,141,850	13.5%
Other	32,911,195	3.2%
PILs[1], Supplementary Taxes and ROWs[2]	20,854,390	2.0%
Grants & Subsidies	218,415,710	21.5%
Property Taxes	495,493,190	48.7%
Water/Wastewater - Utility Rate	112,897,650	11.1%
TOTAL	**$1,017,713,985**	**100.0%**

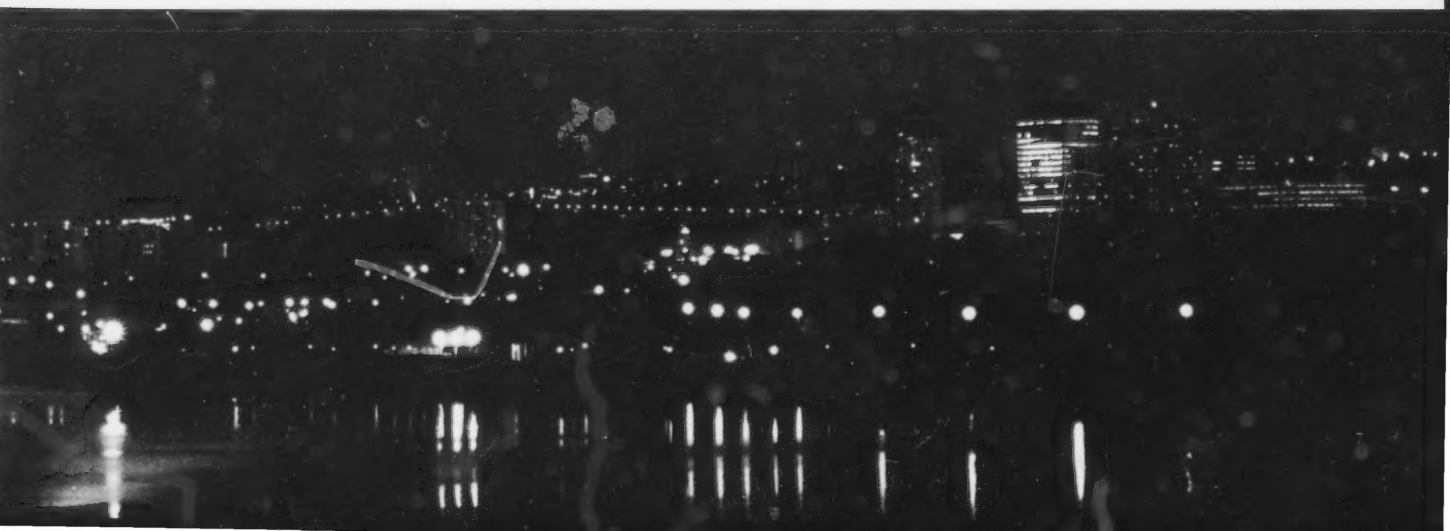
[1]Payment in lieu, [2]Right of ways


Grants & Subsidies 21.5%
Property Taxes 48.7%
PILs[1], Supplementary Taxes & ROWs[2] 2.0%
Other 3.2%
Fees, Penalties & General Revenues 13.5%
Water/Wastewater - Utility Rate 11.1%

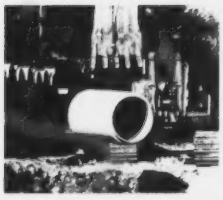


Highlights

- The budget incorporates a $495.5 million tax levy which represents a 3.9% increase over last year.
- The average residential property tax increase is 3.6% (or $90) when education taxes are factored in.
- Continuation of the Business Tax Reduction (BTR) Plan in the amount of $11.2 million (municipal portion). The Province agreed in full to the City's request to provide $10.3 million in matching business education tax rate cuts.
- The services residents rely on most will be maintained in 2003.
- Funding has been increased for Hamilton Emergency Services (Fire & Emergency Medical Service – EMS) and Police Services.
- Priority social, public health, community and transit services were maintained.
- New funding in the amount of $840,000 (50% cost-shared with the Province) for the West Nile Virus protection program.
- Begins to address shortfalls in key service areas such as Fleet and Roads.
- Accommodates a $20 million increase in capital spending.
- To manage the City's serious and long-term financial pressures, Council will start working immediately with staff to identify budget and service issues for 2004.



2003 budget highlights



2003 Budget

Final 2003 City of Hamilton budget approved March 6, 2003.

New for 2003 was the introduction of a "business planning" model for the preparation of departmental budgets.

Through business planning, budgets will:

- *More closely reflect Council's strategic goals and priorities,*
- *Be aligned with specific planned outcomes and customer benefits, and*
- *Facilitate better/easier corporate decision making.*

Budget pressures of approximately $41 million.

Significant challenges brought about by inflationary cost pressures, rising program service needs in such areas as social, health, emergency and police services and infrastructure renewal requirements.

2003 budget represents a fair and balanced approach towards solving the City's fiscal dilemmas and ultimately putting both our short- and long-term financial prospects on a more sound and sustainable basis.

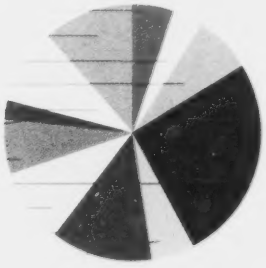
The 2003 Tax Budget attempts to focus on the following priorities:

1. Continue to foster and encourage economic growth and improved competitiveness through the Business Tax Reduction (BTR) plan and strategic infrastructure investments.
2. Make important re-investments to maintain the City's existing infrastructure.
3. Continue to support cost pressures within fire protection, land ambulance and police services.
4. Take the necessary steps to ensure future fiscal sustainability by controlling and reducing program spending. By "putting our financial house in order", we must recognize the difficult reality that current service levels and programs are not aligned with the taxation resources available to fund these costs in the long run.

Gross Operating Expenditures

	2003 Budget	%
Other*	$ 53,099,270	5.2%
Finance & Corporate Services	38,205,420	3.8%
Planning & Development	74,726,300	7.3%
Social & Public Health Services	263,763,160	25.9%
T.O.E.	55,497,450	5.5%
Transportation	129,243,200	12.7%
Community Services	96,373,730	9.5%
Emergency Services	69,418,090	6.8%
Boards & Agencies Grants	24,205,555	2.4%
Police	97,428,060	9.6%
Water/Wastewater	115,753,750	11.4%
TOTAL	**$1,017,713,985**	**100.0%**

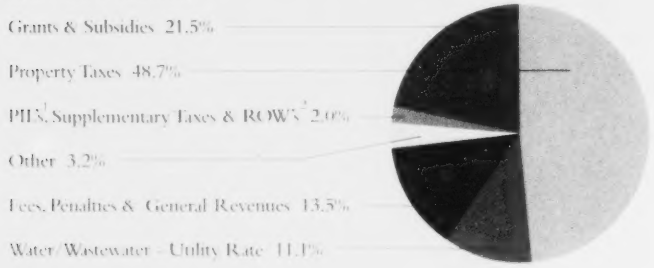
**Legislative, City Manager, Corporate Secretariat, Economic Development, Human Resources, Corporate Financials & New Program Provision*



Gross Operating Revenues

	2003 Budget	%
Fees, Penalties & General Revenues	$ 137,141,850	13.5%
Other	32,911,195	3.2%
PILS, Supplementary Taxes and ROW's	20,854,390	2.0%
Grants & Subsidies	218,415,710	21.5%
Property Taxes	495,493,190	48.7%
Water/Wastewater - Utility Rate	112,897,650	11.1%
TOTAL	**$1,017,713,985**	**100.0%**

Payment in lieu, Right of ways

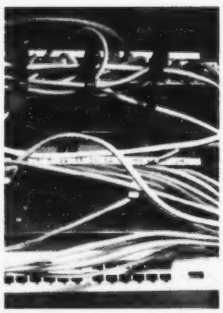

Grants & Subsidies 21.5%
Property Taxes 48.7%
PILS, Supplementary Taxes & ROW's 2.0%
Other 3.2%
Fees, Penalties & General Revenues 13.5%
Water/Wastewater – Utility Rate 11.1%

Highlights

- The budget incorporates a $495.5 million tax levy which represents a 3.9% increase over last year.
- The average residential property tax increase is 3.6% (or $90) when education taxes are factored in.
- Continuation of the Business Tax Reduction (BTR) Plan in the amount of $11.2 million (municipal portion). The Province agreed in full to the City's request to provide $10.3 million in matching business education tax rate cuts.
- The services residents rely on most will be maintained in 2003.
- Funding has been increased for Hamilton Emergency Services (Fire & Emergency Medical Service – EMS) and Police Services.
- Priority social, public health, community and transit services were maintained.
- New funding in the amount of $840,000 (50% cost-shared with the Province) for the West Nile Virus protection program.
- Begins to address shortfalls in key service areas such as Fleet and Roads.
- Accommodates a $20 million increase in capital spending.
- To manage the City's serious and long-term financial pressures, Council will start working immediately with staff to identify budget and service issues for 2004.

A city of growth and opportunity

Council's top priority is to grow the local economy, improve competitiveness and economic development prospects. To support these efforts, City Council approved Hamilton's Economic Development Strategy in May 2002, following months of extensive research and stakeholder input. The strategy identified six clusters for development and investment: Advanced Manufacturing; Aerotropolis (Airport); Agriculture; Biotechnology; Film; and Information & Communications Technology (ICT).



Biotechnology – Hamilton is poised for tremendous growth in this fast-growing sector because of the existing assets including McMaster University, hospitals, research centres, and talented researchers, not to mention the unique research being undertaken here. In 2002, building on the strengths of the biotechnology sector in Hamilton, the City and McMaster embarked on a number of initiatives to encourage the commercialization of medical research including the funding of an "incubator" and creation of a Steering Committee to chart the course for the City's biotech cluster.

Agriculture – In Spring 2002, the Economic Impact Study Steering Committee commissioned a study to identify the nature of agriculture within the boundaries of the City of Hamilton. Preliminary findings show that agriculture and agriculturally-related businesses generate economic activity in excess of $800 million annually through direct and indirect employment and through the buying and selling of goods and services. The final study will assist municipal, provincial and federal agencies in identifying existing and future requirements needed to support a viable agricultural industry in the City of Hamilton.

Film: Lights. Camera. Action. – The Hamilton Film Liaison Office intends to grow Hamilton as a shoot location for a vast array of domestic and international productions including films, television movies, music videos and commercials. In 2002, Hamilton – often referred to as "Toronto's Back Lot" by the production industry – hosted 58 productions with a total of 834 prep, wrap and shoot days pumping over $5 million into the local economy.

Aerotropolis (Airport) – The City is striving to transform the John C. Munro Hamilton International Airport (HIA) – which is already a cargo, courier and commercial hub – into a major Ontario airport by developing the surrounding area with an industrial, commercial and residential community. HIA is already the fastest growing airport in Canada with over 1 million passengers through the door in 2002 thanks to the great success as WestJet's eastern hub.

Advanced Manufacturing – Hamilton wants to attract companies that physically manufacture a product or provide ancillary services to manufacturing companies. In 2002, Magna-Tech Manufacturing, a leading auto parts company, located its Canadian operations in Hamilton and now occupies over 30,000 square feet.

Information & Communications Technology – Efforts are underway to develop companies providing hi-tech support to local businesses by taking advantage of a highly-skilled local work force. In 2002, FibreWired, a Hamilton Utilities Company, furthered Economic Development's goals by wiring downtown to give every building in the Core access to a vital communications network.

Comparison of Tax Rates – As the following table highlights, the Business Tax Reduction (BTR) cuts, combined with reassessment and legislated tax levy restrictions, have resulted in a substantial reduction in the business tax rates.

BUSINESS TAX RATES SINCE 2000

Taxation Year	Commercial	Industrial	Large Industrial
2000	7.50%	10.93%	11.38%
2001	6.27%	8.84%	10.52%
2002	5.97%	8.05%	9.44%
2003	5.32%	7.06%	7.88%
% Change	**-29%**	**-35%**	**-31%**

Note: Tax rate shown is for the former City of Hamilton

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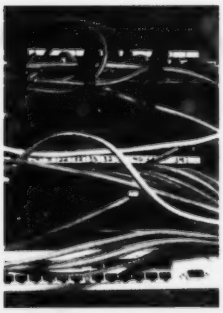

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Note: Tax rates for all years are for the former City of Hamilton

ATTRACTING AND RETAINING BUSINESS

HR Matters

Hamilton's HR Matters Study, examining the City's labour supply as it applies to the local economy and targeted business sectors, was completed in 2002. This six-month $200,000 project was funded by Human Resources Development Canada, the Hamilton Training Advisory Board and the City. The study focused on the impacts associated with City and provincial demographic changes, and the resulting skilled labour shortages. HR Matters II, which focused on the development of a business plan based on the findings from the first phase of this project, was presented in June of 2003.

Small Business Enterprise Centre (SBEC)

The Small Business Enterprise Centre (SBEC), a one-stop source for information, guidance and professional advice on starting and running a successful business, provided assistance to 20,000 people who contacted or visited the Jackson Square location in 2002. It offers personalized consultation sessions, an "Access to Professionals" program, in-house library and seminar series designed to explore the specific needs of community entrepreneurs. Outreach efforts took SBEC's expertise directly to more than 4,000 entrepreneurial students and area small businesses.

KEY INITIATIVES FOR ECONOMIC GROWTH

Brownfield Efforts Paying Dividends

Brownfield re-development projects, the clean-up and renewal of old industrial sites, had a significant impact on the city in 2002. Through the Environmental Remediation and Site Enhancement (ERASE) Plan, 11.3 acres of industrial property were re-developed and 228,000 square feet of building space were constructed or refurbished. The Economic Development Department's Brownfield efforts were recognized with the prestigious Economic Development Achievement of the Year Award in 2002 from the Economic Development Association of Canada and RBC Financial Group.

Tourism Hamilton

With the establishment of the public-private Tourism Hamilton Inc., 2002 was a year of significant transition and numerous tourism achievements including: the establishment of a 19-member industry Board of Directors, representing 11 sectors of Hamilton's tourism industry; and the election of the first executive headed by John Gibson as President; and hosting the first-ever Tourism Hamilton Summit in October.

Revitalizing the Downtown

City Council's programs are creating increased interest in all of the downtowns across the city and throughout the 11 Business Improvement Areas (BIA's). In 2002, efforts to roll back municipal taxes and help small business owners fix up properties made a real difference.

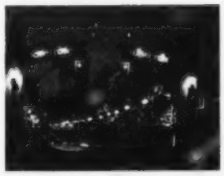
The Downtown Renewal Division fosters excellence in development and promotes the rehabilitation and development of properties in the various downtowns in our community, working in conjunction with the BIA's.

2002 DOWNTOWN BUILDING ACTIVITY

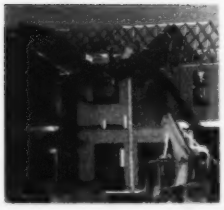
2002 was an exciting year for construction activity in the various downtowns. Not only were new business ventures attracted to downtown Hamilton, but other developments were started in the area. The dramatic increase in construction value is largely attributed to the new Federal building, Canada Place on Bay Street. In contrast to the even split between residential and non-residential building activity in 2001, residential activity rose to 66% in 2002. The rise in residential activity is evidence that Council's strategy of Putting People First (which sets priorities direction and standards for the development of parks, residential and commercial areas, and transportation systems to support these projects) is working with new residential developments sprouting up downtown.

2002 COMMUNITY DOWNTOWN BUILDING ACTIVITY

The total construction value of the 55 building permits issued in the community downtowns outside the core of downtown Hamilton in 2002 was $1,953,600 down 20% from 2001's total of $2,434,683. Stoney Creek's downtown led the way with a total of $973,800 largely attributed to a new commercial property. A major construction project in Ancaster relates to an auto-related use and improvements to existing commercial space.



Ontario Planning Award - The City of Hamilton received the prestigious Ontario Professional Planners Institute (OPPI) Award of Excellence for its downtown secondary plan, "Putting People First: The New Plans for Downtown Hamilton". "Putting People First" was jointly developed by the City's Planning & Development and Transportation, Operations & Environment Departments. The project integrated land use and transportation planning to create an exciting and achievable vision for the downtown core area.



Downtown Renewal 2002 Highlights:

- $63.5 million worth of building permits issued for 82 downtown properties, up 220% over 2001 with a new federal building on Bay Street, Canada Place, leading the way. Without Canada Place the 2002 total was $23.5 million, representing an increase of 18% over 2001.
- 6 applications were approved under the City's innovative realty tax grant program for downtown known as the Enterprise Zone. With the assistance of this program, a new commercial building is being built at Hughson Street and Main Street.
- $10 million allocated through the Hamilton Downtown Residential Loan Program with almost 500 units approved to date.
- 214 new dwelling units were issued permits in 2002, a 42% increase in new housing over the same period in 2001; 192 of the proposed units were committed through funding from Council under the terms of the Hamilton Downtown Residential Loan Program.
- Business owners were granted $187,000 for façade improvements through the Business Improvement Area Commercial Property Improvement Grant Program. Grants represent almost 43% of total construction value of $430,000.
- In its final year, the Open For Business program provided over $400,000 in planning and building permit fee rebates, for a total of $1 million over the program's duration.
- Bell Canada announced decision to locate 650 employees in the Robert Thompson Building in the Jackson Square complex for spring 2003.
- London Life renewed its commitment to downtown Hamilton by signing a new five-year lease and moving its Freedom 55 Financial Centre in Hamilton to the heart of the city. The centre now occupies 9,500 square feet of office space on the sixth floor of the Stelco Office Tower located at 100 King Street West.
- James Street North and John Street North opened for two-way traffic at the end of September in an effort to make downtown living more attractive for business and residents.
- Ferguson Station, an urban parkette with a railway theme re-creating a turn-of-the-century station, was completed at Ferguson Street and King Street East.
- There was almost $2 Million in new construction in the community downtowns of the city outside of the downtown core.
- The Downtown Renewal Division carried out Commercial Assessments for Concession Street, Ottawa Street, Dundas, Waterdown and Westdale BIA's.
- Major urban design plans underway in Binbrook and in Downtown Dundas on Hatt Street.

2003 Economic Development Objectives

1. Attract and retain upwards of 1.5 million square feet of industrial space.
2. Development of an Airport Land Inventory of available acreage nearby.
3. Institute Infrastructure Upgrades to bring serviced land onto the market near the Airport and in Stoney Creek.
4. Carry out Agricultural Economic Impact & Development Study.
5. Creation of a Biotechnology Council.
6. ERASE (Brownfield) program to be implemented city-wide.
7. Create Digital Film Library for producers to view area locations on-line.
8. GIS Economic Development Web site combines industrial/commercial real estate listings with City's GIS system.
9. Completion of HR Matters II Business plan.
10. Two Brownfield pilot projects.

Red Hill Creek Expressway

Completion of the Red Hill Creek Expressway is an integral component to ensuring economic growth and development in Hamilton. Highlights from 2002 include:

- A dedicated Red Hill Project Office was established.
- City Council formed the Expressway Implementation Committee (EIC) to provide guidance to staff concerning implementation of the project.
- The Red Hill Project Office released additional draft technical reports for public and agency review in October of 2002.

The Red Hill Valley project consists of four components:

- The north-south leg of the expressway to connect the 403 to the QEW.
- Stormwater management for flood control.
- A naturalized, stabilized Red Hill Creek.
- A combined sewer overflow pipe to reduce sewage spillage into the Red Hill Creek from combined storm and sanitary sewers.

A great city in which to live

Quality Community Services

Wentworth Lodge received another three-year award from the Canadian Council on Health Services Accreditation. The surveyors noted the excellent care the residents receive, the "home-like" environment, the strong multidisciplinary teams and the Lodge's close and effective relationships with community partners.

Considerable progress was made on the Wentworth Lodge Redevelopment Project including completion of a Development Agreement with the Ministry of Health and Long Term Care; the initial design phase with the architect team; and the planning for and initiated downsizing of the resident population.

The Community Health Bus had its first year of operation with more than 2,000 client visits/interactions for dental services, nursing assessments and counselling, and communicable disease control interventions and advice.

Planning & Development Department introduced Schedule 20, a new bylaw and guidelines for standards of care for residential care facilities.

Supporting people in need

The City works hard to continue to provide services to those residents most in need, despite the downloading of responsibilities from the province. We strongly believe in looking after low-income families, the elderly and the homeless in our city, and understand how much they depend on access to such services.

- The Learning Earning and Parenting (LEAP) support program for young parents on Ontario Works who are trying to complete their high school diploma, continued to expand with 250 clients and 36 who graduated with their high school credits.
- The Early Years Study concluded that literacy skills are established early in development and are a foundation for children's academic success. One component of the Early Year's program is quality programs which teach literacy to parents and other caregivers from diverse cultural, ethnic and linguistic backgrounds.

Opportunities for Healthier Lifestyles

- In May, the inaugural Festival of Hearts promoted healthy eating, physical activity and cultural awareness. It was attended by over 600 participants from diverse cultures.
- April 22 - 28 was designated as TV Turnoff week.

Housing

Working with our community partners – housing cooperatives, non-profits, and social agencies – the Planning & Development Department's Housing Division provides safe, well-maintained, affordable rental housing to over 14,000 households in Hamilton. In supporting our housing communities, the Division also offered over twenty community programs to enhance quality of life and promote independence.

Provincial downloading of housing has thrust some major new responsibilities on the City of Hamilton. To properly address these for the long term, in 2002 the Housing Division embarked on developing "Keys to the Home" – a comprehensive Housing Policy and Plan for the City of Hamilton.

Homelessness

The Supporting Communities Partnership Initiative (SCPI) is part of the Federal National Homelessness Initiative. As part of SCPI, Hamilton received $12.9 million dollars over a three-year period. During 2002, a number of local agencies received funding for projects aimed at addressing homelessness in Hamilton. The federal government recently announced funding to extend the program an additional three years beyond the original funding period.

Transit – HSR and DARTS

In 2002, there were over 20.5 million trips taken on the Hamilton Street Railway (HSR), an affordable and environmentally advantageous method of public transportation. HSR received 186,000 Customer Information Calls and 6,000,000 Automated Customer Information Calls.

The Disabled & Aged Regional Transit System (DARTS) is a door-to-door service providing transportation to mobility-impaired persons by advance reservation. We have wheelchair accessible buses, or smaller taxi/mini-vans for those passengers not using wheelchairs. DARTS, a not-for-profit organization governed by a Board of Directors, is contracted by the City to deliver these specialized transportation services. Throughout the year, DARTS provided 420,000 trips for area residents.

Culture and Recreation

Harmonized aquatics policies and procedures to create consistent rules and regulations for pools across the city.

Soccer and baseball fields were added to Heritage Green, Billy Shearing and Meadowlands Parks to meet demand of additional registrations.

The former Bennetto School was purchased for community program use.

The Pinky Lewis After School Program remains very popular for Sanford School children. In its third year, the program provides computers for completing homework assignments, physical fitness activities, and cultural events. The program is staffed by volunteers from the school, Hamilton Police, and the City's Culture and Recreation employees.

The City held three volunteer recognition events for its 2,000 volunteers, who do everything from coaching to assisting with programs.

A new booking and scheduling system was implemented to better serve residents and help the City determine future program requirements.

Harbourfront

The Hamilton Waterfront Trust began construction in 2002 of the new Hamilton Beach Recreation Trail. The waterfront trail extends along the Hamilton beach strip from Confederation Park to the Burlington ship canal and opened May 19, 2003.

This exciting new trail is a catalyst for a new attitude and way of thinking towards the Lake Ontario waterfront – one that integrates ecological health, economic vitality and a sense of community.

Public Art

The City's Culture and Recreation division brought a greater awareness to public art throughout the community in 2002, through proactive efforts to have art commissioned in public spaces. The Bennetto Recreation Centre, Riverdale Community Centre, Stoney Creek Town Square and the new federal building on Bay Street are among a number of structures that will benefit from these efforts. In addition, residents and the local arts community as a whole will benefit from a new Hamilton Arts Policy being drafted in 2003. The five-year action plan proposes actions that will contribute to Hamilton's quality of life, economic development and a more positive civic image.

A healthy, safe and green city

Integrated Management System

The City of Hamilton has embarked on a leading edge municipal initiative with the launch of the Integrated Management System (IMS) in May 2002, focusing on the environment, and health and safety.

The management system will establish high environmental standards for City operations and programs to minimize the "footprint" left behind. It will also make the environment, and health & safety key considerations in all decisions and actions.

The system will also help the City set environmental goals and targets, implement action plans, and continually review measures that lead to the continuous improvement of our environmental performance – in order to establish Hamilton as an environmental leader in the delivery of municipal services.

Meeting Our Public Health Obligations

The Health Connections phone line staffed by Public Health Nurses provides current and reliable information to promote the health and well-being of Hamilton families, both expectant parents and those with children ages newborn to six years of age. Almost 12,000 calls were received in 2002 on issues such as breastfeeding, parenting, newborn care and nutrition.

The Healthy Babies Healthy Children program links families with supports and services in the community. After the birth of a baby, the parents are offered a home visit by a Public Health Nurse to provide information about growth and development. Ongoing home visits to families with children newborn to age six are done by Public Health Nurses in partnership with a family home visitor. In 2002, Family Home Visitors made 8,542 home visits, with visits provided in up to 30 languages, including Chinese, Arabic, Spanish, Hindi, Punjabi and Urdu.

The Dental Program undertook administration of the discretionary Adult Ontario Works Dental Program. The Dental program staff conducted oral screenings at school entry in all schools in Hamilton.

Working with the Hamilton Drug and Alcohol Awareness Committee, the Prevention, Awareness, Choices, Education (PACE) project addressed the prevention of Fetal Alcohol Spectrum Disorder (FASD).

The City of Hamilton joined with six other health units and ten Ontario Breast Screening Program (OBSP) sites in Ontario to promote Breast Cancer Awareness Month in October.

Protecting the Health of our Residents

To reduce the incidence of vaccine preventable diseases, the City provided immunization clinics to ensure publicly funded vaccine is available to people who may have difficulty getting this service through a doctor's office. Including schools and recreation centres. Hepatitis B vaccine was provided to 86% of 6,655 eligible grade seven students.

The City's goal is to have current immunization records on a minimum of 95% of all school age children and all children in licensed child care centres for the Measles, Mumps, Rubella (MMR) and Diphtheria, Pertussis, Tetanus and Polio (DPTP) vaccines. In 2002, the coverage rate for current immunization of MMR vaccine for seven and eight year olds increased from 86% to 98%.

In response to the rising infection rates of the sexually transmitted disease chlamydia in Hamilton, an awareness program was initiated in 2002, with promotional materials (posters, pamphlets) to be distributed in 2003.

The City launched its third annual free flu vaccination clinics for all residents over six months of age. Influenza vaccine was provided to 21,625 Hamilton residents at various community sites.

HIV prevention strategies were implemented in 2002 to address an increase in new infections. The STD/HIV program will develop a community-wide promotional strategy with family doctors to support universal HIV screening of pregnant women.

An interim public disclosure system was implemented for all food premises licensed by the City. Food premises meeting the requirements for safe food handling and sanitation received and posted green signs. Included in this system was the publication of those licensed premises, which received orders to comply or were closed by public health. A report to Council recommending a permanent public disclosure system was deferred until 2003.

In 2002, the focus of the West Nile virus strategy was surveillance and monitoring of dead birds, mosquitoes and human cases and public education to reduce the risk of getting the virus. The first human cases in Canada and Hamilton occurred in 2002. Greater resources and efforts will be allocated to reduce the risks for 2003.

To protect the quality of the water in Hamilton, the City reviewed more than 3,000 laboratory analysis reports for private well drinking water samples submitted by Hamilton residents.

Fifteen Boil Water/Drinking Water Advisories were issued by the City to the users of private drinking water systems accessed by the public.

250 teens participated in the second Teen Tobacco Summit in February, representing 18 schools and youth groups. The purpose of the full-day event was to encourage and support youth-driven tobacco use prevention activities.

The Not to Kids Campaign used a variety of strategies and enforcement activities to reduce cigarette access for those under the age of 19. Collaborating with eleven neighbouring health units, materials were developed and distributed to retailers and schools.

Compliance with the new City of Hamilton Anti-Smoking by-law #02-054 was undertaken in 2002. A total of 915 inspections of restaurants and other public places were conducted of which 125 were not in compliance.

A survey of school staff showed a high degree of satisfaction and importance attached to services delivered by school public health nurses, particularly assistance with the sexual health curriculum. Approximately 70% of schools collaborated with Public Health Nurses to implement sexual health/growth and development curriculum components.

Water & Sewer Charges

City Council approved a new water and sewer rate schedule effective January 1, 2003. These charges are necessary to support the current and long-term financial requirements for the operation of our water and sewer distribution and collections system. This schedule will be reflected in water and sewer charges as follows:

- A minimum water charge (progressive, based on size of meter) with most residents paying $4.80 per month, which includes the first five m³ of consumption.
- A usage charge of $0.669 per m³ for all consumption in excess of the minimum.
- A sewer surcharge of 100% of the water consumption to be billed on the same formula.

In 2003 we will be spending:

- $86.6 million upgrading out-water and wastewater treatment plants and outstations to improve our facilities and save our declining infrastructure.
- an additional $26 million on replacement or rehabilitation of older sewer and water mains as part of our asset protection plans. These include $8.6 million to replace water and sewer mains in co-ordination with the reconstruction of roadways.
- a further $20 million to provide the necessary water and sewer infrastructure to facilitate growth within the City.

For 2003, Council also approved a $500,000 Utility Assistance Program aimed at providing financial assistance to low-income ratepayers, as well as a $600,000 Wastewater Abatement Program for commercial and industrial ratepayers.

Improved Public Safety: Hamilton Emergency Services

2002 was another challenging year given the further integration of Hamilton's Emergency Services. Here are some of the highlights:

- Received a Class 1 rating – the highest in Canada – from the Fire Underwriters' Survey. This survey takes a detailed look at all divisions, programs and services provided in order to determine the rating.
- Integrated fleet maintenance under the Mechanical Division, which now provides in-house maintenance for over 150 Fire and EMS vehicles.
- Amalgamated the Fire and EMS Administration with Emergency Planning into the newly renovated administration building at 55 King William Street.
- Standardized fire department equipment across the city including uniforms, bunker gear and helmets.
- Opened the new Station 9 on Kenilworth Avenue North after demolition and total reconstruction.
- The Emergency Management Department established a new, high-tech, state-of-the-art Emergency Operations Centre (EOC) at City Hall.
- Created an Emergency Preparedness video which is being used across the province of Ontario.

VISION 2020 Initiatives

The Vision for Hamilton is to be a "sustainable community" – a place where economic, environmental and social issues are all considered when decisions are being made. In Hamilton, we pride ourselves on taking care of our environment, looking after each other, and creating a safe and healthy place to live, work and play.

To make VISION 2020 a reality, there are a number of goals, strategies, actions and measurements in place to track progress along the way. VISION 2020 considers what we do and how we do it; the everyday decisions, large and small, that will shape the future of the community, as well as the way we work together to create a better future for Hamilton.

2002 was a very busy and productive year for VISION 2020 including:

- Education and awareness programs – Earth Day School Art Project.
- Partnered with Public Works and the Bay Area Restoration Council to present a workshop at the International Managing Shared Waters Conference.
- Action 2020, a not-for-profit organization with a mandate to create a sustainable community, produced its final report entitled Seeing 2020 which includes action plans to address the 14 theme areas of VISION 2020.
- Corporate Inventory and Gap Analysis – corporate-wide survey of City employees on all Corporate initiatives that implement the goals of Vision 2020.
- 6th Annual Sustainable Community Recognition Awards in November honoured 24 individuals, groups and City departments for their efforts in making the goals of VISION 2020 a reality. The award recipients embody these principles and did everything from battling homelessness and poverty to finding solutions to deal with waste issues.
- In December 2002, the Planning & Development Department published the 2000/2001 Annual Sustainability Indicators Report. This report provides an evaluation of Hamilton's progress toward a sustainable community, by examining how several social, economic and environmental indicators are interacting to produce outcomes.

Pedestrian/Cyclist Bridge Over Highway 403

As part of the City's ongoing efforts to promote a safe, city-wide hiking/cyclist trail system, Hamilton invested approximately $500,000 to build a bridge over the 403, connecting the Chedoke Rail Trail and Bruce Trail off Scenic Drive with the Bruce Trail off Filman Road.

Gore to Shore Shuttle

Hamiltonians and visitors were offered the Gore to Shore shuttle, a free service provided by the Hamilton Street Railway from July through to September, allowing 4,000 people to move easily from city centre to Bayfront Park.

Playground Safety

In 2002, 13 playgrounds received major retrofits to address safety concerns. This included removal or replacement of older equipment which may pose a concern, elimination of pressure treated wood borders and restoration of protective safety surfacing to appropriate depths.

WINS - Wastewater, Needs, Investments, Strategies

The Hamilton Harbour WINS program was created by the City in 2002. WINS will work with the residents of Hamilton to identify the technical, social, and financial needs and strategies required to meet water quality targets. These targets were established through the Hamilton Harbour Remedial Action Plan and are intended to help restore the health of our harbour.

The City strives to achieve continuous improvement of the Wastewater Treatment Plant's performance, to identify Wastewater Treatment Plant upgrades and combined sewer outfall programs. Hamilton's harbour plays a significant role in the image of the City as well as being a valuable resource for recreation, commerce and wildlife. Through continuous efforts, the harbour can be revitalized and returned to the jewel it once was.

Protecting Hamilton's Groundwater Resources

Hamilton initiated the Groundwater Resources and Wellhead Protection Partnership Study with the help of local agencies in 2002, to help protect groundwater resources within the city. The objectives of the study are to ensure a continued safe drinking water supply to Hamilton residents who depend on municipal groundwater supply wells, specifically those in the communities of Freelton, Carlisle, Lynden, and Greensville.

Solid Waste Management Master Plan (SWMMP)

Throughout 2002, implementation of the City's newly adopted Solid Waste Management Master Plan proceeded. The SWMMP was approved in December 2001 and contains 19 strategic recommendations that focus on a target of 65% waste diversion from landfill by 2008. The target is to be achieved through the introduction of large scale composting and expanded recycling efforts, based on a three stream waste collection system.

2002 SWMMP Initiatives

In June 2002, the Waste Reduction Task Force was created including representatives from the education sector, business, environmental groups and interested residents from each of the six waste collection zones.

A "Green Cart" organics project was launched in October 2002 to pilot a program in five study areas across the city. As a result of this program, a total of 85 tonnes of material was diverted from landfill.

Waste Management Division 2002

The Waste Management Division is responsible for the collection, diversion and disposal of solid wastes in the City of Hamilton. In 2002, Hamilton generated 237,213 tonnes of waste. The City diverted 20.1% of the waste from landfill, moving closer to its 65% waste diversion target by 2008.

Waste Collection Changes

The City introduced the "Not Your Same Old Garbage Day" day campaign in April 2002. Waste collection services were harmonized and introduced city-wide. Six new waste collection zones were established and are served by a 50/50 split of public and private service providers.

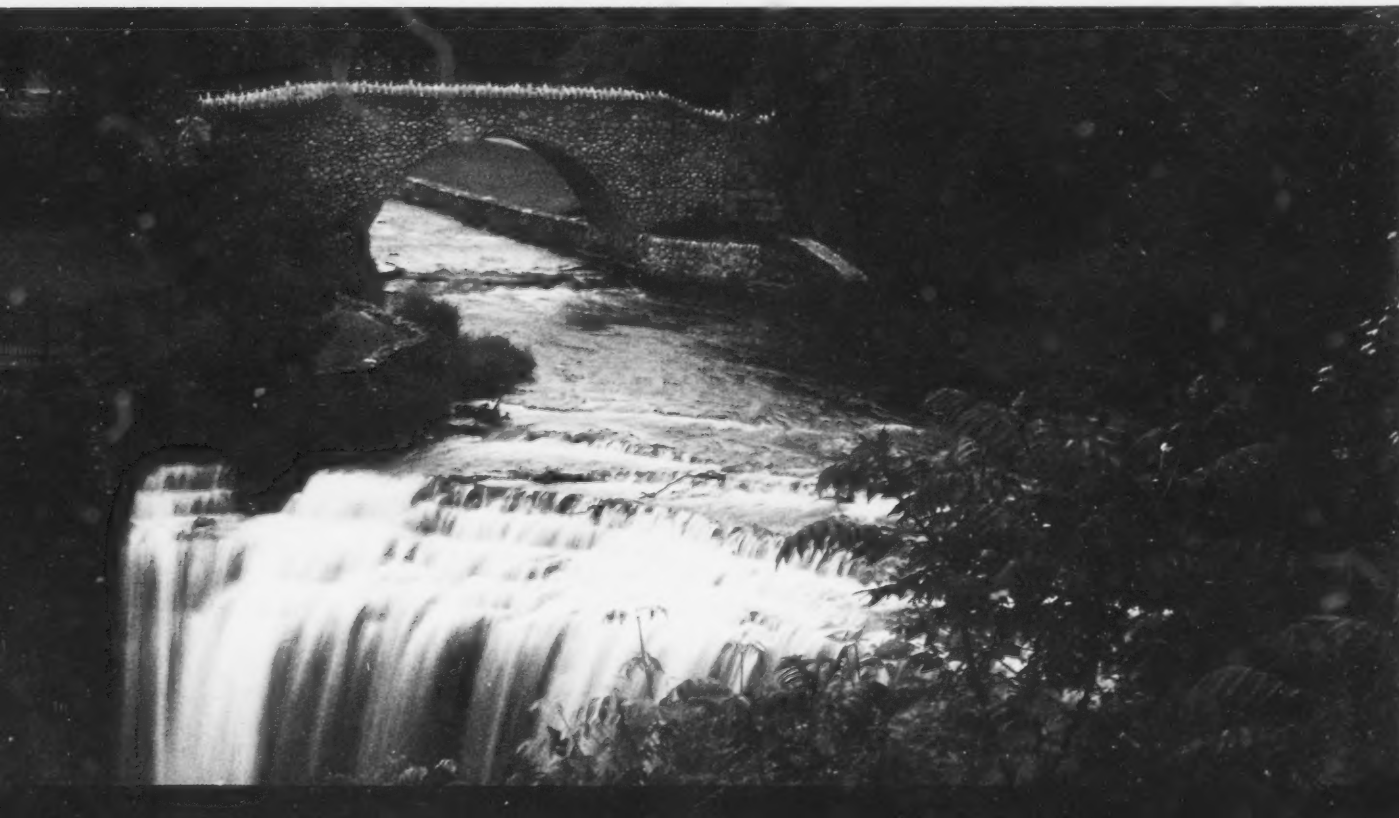
The campaign was recently recognized by the Canadian Public Relations Society, winning the Don Rennie Memorial Award for excellence in Government Public Relations.

Annual Environment Days

Environment Days were introduced in the Spring of 2002, to provide an environmentally-sound way of managing household waste that is not collected at the curb. The City of Hamilton hosted four Environment Days in 2002, collecting everything from electronic equipment, to tires and hazardous waste.

Waste Incinerator Closes

In December 2002, Hamilton's incinerator – the Solid Waste Reduction Unit (SWARU) – burned its last bag of trash. The facility had been in operation since 1972 and handled approximately 60% of the city's household waste.



A city where people come first

Mayor's Open Door

Mayor Wade began his Open Door sessions in March 2002 at City Hall. Open to the public with no appointment required, the sessions give all city residents a chance to meet with the Mayor. In 2003, the Mayor took the sessions on the road visiting the communities of Flamborough, Glanbrook, Ancaster, Dundas and Stoney Creek.

Community Trust Panel

A Community Trust Panel was established to provide public input into the use of a $137 million Hydro fund. The group made its recommendations and, with City Council's subsequent approval, approximately $24 million of the fund was invested in economic development-related initiatives. Two of the recommendations were linked to the short-term deliverables referenced in the City's Economic Development Strategy – $5 million for the construction of a biotechnology incubator, and $5 million for infrastructure/servicing upgrades and expansion of industrial-zoned properties surrounding the John C. Munro Hamilton International Airport.

GRIDS Task Force

Mayor Wade is leading the charge to design the future of Hamilton with strategic guidance from a task force comprised of community leaders including academics, business people, and interest groups. This task force, which held its first meeting in October 2002, has been charged with the development of a Growth Related Integrated Development Strategy (GRIDS). The task force will identify the most ideal places for growth, the type of growth based on environmental priorities, social issues, economic opportunities and population studies as well as identify strategies to fund servicing these areas.

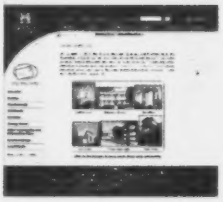
Strengthening Hamilton's Community Initiative

The Strengthening Hamilton's Community Initiative task force had the opportunity to showcase its accomplishments to The Honourable Denis Coderre, Minister of Citizenship and Immigration and The Honourable Sheila Copps, Heritage Minister, at City Hall in December 2002. The Strengthening Hamilton's Community Initiative (SHCI) was created by Mayor Bob Wade, with support from the community, in response to a rise in hate crimes following the crisis of September 11th, 2001. The initiative gathered key community leaders to provide input on how to promote the security and safety of all Hamilton residents, combat racism, and promote intercultural/interfaith education. Since its inception, the SHCI has made a real difference through numerous activities including its community dialogue sessions and the McMaster/Mohawk Student Forum on Racism. The Strengthening Hamilton's Community Initiative was recently awarded the 2002 YMCA Peace Medal for its efforts.

Proudly Hamilton

In May 2002, Mayor Bob Wade launched Proudly Hamilton, a comprehensive community and City initiative devoted to the upkeep of public spaces, neighbourhoods and commercial property. Proudly Hamilton will attack the problems of litter, graffiti and non-compliance with property standards and building codes.

Proudly Hamilton kicked off with a roundtable on June 5 to bring together a broad cross-section of City departments and City Councillors to identify roles and responsibilities and to coordinate proactive measures to keep Hamilton clean. From this action plan, community consultation will seek comments and ideas from a broad base of community leaders, neighbourhood groups, businesses and school boards.



New and improved City Web site

We have completely re-structured and re-branded the City's Web site to better reflect the aspirations of residents and to make it easier for residents to find the information they need as quickly as possible. We added new functionalities to our online search engine. The Web site included a number of important additions and modifications including: VISION 2020 and Climate Protection Campaign, Economic Development, Enforcement and Parking Operations, Purchasing, Housing, Parks, Culture and Recreation, Housing, Commuter Challenge and Corporate Health. The site was also updated to provide the residents with access to their assessment for property taxes and enabled them the use of a specially designed Tax Calculator on the site.

Excellence in Customer Service

Child and Adolescent Services expanded the geographic locations available to clients, offering mental health services to youth in Waterdown, to address transportation difficulties. They also began providing mental health services at Notre Dame Centre, serving street youth and other individuals that often prefer services provided through a familiar setting rather than in an office.

Access & Equity

During 2002, the City of Hamilton hired an Access and Equity Co-ordinator to:

- *Review existing and proposed municipal access and equity policies and procedures*
- *Liaise with community groups of targeted communities*
- *Support volunteer advisory committees addressing issues of access and equity*
- *Provide training and advice to municipal staff and Council*
- *Encourage partnerships with community organizations to create community profiles, establish needs, and find solutions to address the needs*

Also, two new volunteer advisory committees to Council were formed to address access and equity – GLBT (Gay, Lesbian, Bi-Sexual, Transgendered) Committee and the Hamilton Aboriginal Advisory Council.

Open, Accessible Customer Service: 905-546-CITY (2489)

The City of Hamilton's Customer Contact Centre is a centralized telephone service that provides a one-stop source of municipal information. Specially trained customer service staff can explain municipal programs, initiatives and by-laws. The Centre is a single, efficient point of entry to the community, Council members and staff. Translations are available in 149 languages. In 2002, the Customer Contact Centre answered over 380,000 telephone calls.

Municipal Service Centres

The City of Hamilton's Municipal Service Centres provide many city hall services at convenient walk-in centres located in the communities of Ancaster, Dundas, Flamborough, Glanbrook and Stoney Creek. Please call 905-546-CITY (2489) for further information that is specific to your community.

A city that spends wisely and invests strategically

Business Tax Reduction Plan

The Business Tax Reduction (BTR) Plan was introduced in 2001 in an effort to reduce overall business taxes and improve the City of Hamilton's tax competitiveness.

2003 is the third year for the BTR Plan, which has resulted in a reduction of $43.3 million in business taxes (combined municipal and provincial contribution) over the last two years (2001-2002); $65 million if 2003 is included.

The City has been successful in receiving provincial commitment to fully match the City's tax cuts in all three years of the BTR plan.

BTR Cuts	2001	2002	2003	Total to date
		$ millions		
Municipal	$12.3	$ 7.1	$11.2	$30.6
Provincial	$12.3	$11.6	$10.3	$34.2
Total BTR	**$24.6**	**$18.7**	**$21.5**	**$64.8**

The combined municipal and provincial 2003 contribution to the BTR plan has resulted in the following tax cuts:

- *4.2% reduction in taxes for the commercial class*
- *8.9% reduction in taxes for the industrial class*

Capital Projects

The Asset Management Program is implementing and monitoring the Infrastructure Asset Management Strategy (IAMS) thus moving towards sustainable infrastructure funding for Water, Wastewater, Storm Water, Roads, Bridges and Traffic Programs.

2002 Capital Projects Gross Budget

Roads	$ 30,957,000
Water	$ 66,090,000
Sanitary Sewers	$ 69,521,000
Storm Sewers	$ 9,050,000

Road Reconstruction

2002 SEWER

Cured In Place Pipe (CIPP) Lining Rehabilitation .. : 5.3Km

Replacement / Repairs ..... : 2.2Km

2002 WATER

Replacement ..... : 19.2Km

Pavement / Bridge Management System

In 2002, the City implemented a new software system that stores, analyses, and reports on data specific to Hamilton's 13,654 road segments and 346 bridges and culverts.

This provides staff with detailed information for selecting capital road rehabilitation and/or reconstruction projects.

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Serving Citizens through Technology

Hamilton has an excellent information technology network that connects most municipal locations and which presents numerous opportunities for better serving residents, supporting economic growth and realizing cost savings in both the short– and long–term. Over the past year, the City has launched several information technology initiatives:

- The PeopleSoft software, which is the business system for both our financial and human resources activities, was upgraded to Pure Internet Architecture. This meant that hundreds of staff could access the financial and human resources information online through the City's Intranet, eNet. In fact, the City of Hamilton is leading the way in implementing these type of applications ahead of many municipalities in Canada.
- Using a "made in Hamilton" approach, the IT services team developed a corporate IT Strategy which will guide the investment in technology and priorities for the City over the coming three years.
- A business case and an implementation plan to convert the City's voice telecommunications to Internet Protocol (IP Telephony) was developed and approved by Council for implementation in 2003. The technology will link voice communications and the computer network – substantially reducing phone costs. Again, the City of Hamilton is among leading Canadian municipalities in implementing this technology.
- To better manage our scarce technology resources, the City developed and approved a technology entitlement policy that optimizes the effective use of desk top and lap top computers, printers and a host of other computing devices. Cellular telephone services were also reviewed and a new contract resulted in significant savings to the City.
- To safeguard City assets and information, we introduced a number of security enhancements including the implementation of greater protection for the City's Internet Web servers. We designed and implemented a server configuration to support the new PeopleSoft system, including the City's first Storage Area Network (SAN) installation. We also implemented anti-spam filtering for the City's e-mail.

A city of choice for high performing public servants

Council commits to value Hamilton civic employees and to work with the management team to create the conditions where all employees can excel in their service to the community.

2002 Highlights

Much of the 2002 activity in Human Resources was focused on continuing to build a stable foundation of HR programs and services post-amalgamation.

Accomplishments for 2002 include:

Completion of the first phase of the consultation process for the City's HR Strategy. The Strategy, when completed and approved by City Council, will guide the development of a range of innovative programs dedicated to:

- *Creating a shared sense of purpose and direction*
- *Building more supportive human resource policies and programs*
- *Producing a challenging and fulfilling work environment*
- *Establishing lifelong learning, leadership and career development opportunities*

Completion of the representation process to determine bargaining unit structure and bargaining agents to represent City employees. This creates increased labour-management stability and opens the door for collective bargaining to achieve first collective agreements post-amalgamation for affected staff.

Implementation of joint labour-management committees in several City departments to provide forums for dialogue and the early resolution of local issues.

Implementation and continuation of a variety of employee health and wellness initiatives, including smoking cessation, an employee flu shot program, a Wellness Information Fair, employee and family assistance counselling, and workplace injury and accident prevention programs.

Implementation of improvements to the City's Human Resource Information System (HRIS) to provide better information on the City's workforce to support decision-making, and set the stage for employee self-service "e-applications", which will allow employees to receive pay and benefits information on-line, as well as the ability to apply electronically to job postings.

Continued emphasis on employee communication, jointly with Corporate Communications, through "Employee Connections" bulletins and an employee newsletter.

Delivery of programs to develop leadership skills at all levels, as well as management and supervisory skills training.

Provision of HR services (ie. labour and employee relations; health, safety and wellness; staffing; training and organizational development; job analysis and evaluation; human resource information; personnel and benefits administration).

Initiatives Underway for 2003

Completion of the development of the HR Strategy for presentation to Council.

Implementation of a New Employee Orientation program.

Implementation of a revised Attendance Management System to support employees' regular attendance at work.

Negotiation of first collective agreements for bargaining units affected by the municipal amalgamation.

Implementation of the employee self service "e-applications", which will allow employees to receive pay and benefits information online, as well as the ability to apply electronically to job postings.

Development of a performance management and performance development program for staff.

Business process redesign to achieve maximum operational efficiency and effectiveness within HR.

Support to organizational restructuring.

Completion of HR policy development process, including on-line access to all HR policies.

Continued delivery of core HR services to City departments and employees.

City of Hamilton information and facts

City of Hamilton
Web site:
www.hamilton.ca

Population: 503,000

Number of
Employees within the
City of Hamilton as
of July 2003:
9,432

Important Numbers

City of Hamilton Employment Information Hotline:
(905) 546-4462

Bus Information:
(905) 527-4441

SPCA:
(905) 574-7722

Ontario Works (toll free call):
1-877-869-8452

IN CASE OF EMERGENCY DIAL 9 - 1 - 1

CITY DEPARTMENTS AND THEIR DIVISIONS

City Manager
- Operations, Intergovernmental Relations
- Business & Strategic Planning Initiatives
- Audit Services
- Corporate Communications

Emergency Services

Fire Operations
- Firefighting

Administration & Support Services
- Fire Communications
- Mechanical Operations
- Training
- Trunking System

Fire Prevention
- Fire Safety
- Fire Inspections

Emergency Medical Services Operations EMS
- Ambulance
- Paramedic

Quality Assurance, Research Development
- EMS Data & Records
- Training (Ambulance/Paramedic)

Economic Development
- Business Development Team
- Small Business Enterprise Centre
- Tourism Development Team

Corporate Services
- City Solicitor
- City Clerk
- Chief Information Officer
- Financial Services
- Budgets, Taxation & Policy
- Finance & Administration
- Customer Service

Planning & Development
- Building and Licensing
- Long Range Planning and Design
- Development
- Real Estate & Property Management
- Downtown Renewal
- Housing
- Parking & Enforcement Operations

Human Resources
- Organizational Development & Client Services
- Labour Relations, Health, Safety & Wellness
- Employment & Client Services

Public Health and Community Services
- Medical Officer of Health
- Health Protection Branch
- Parent & Child Branch
- Healthy Lifestyles and Youth Branch
- Community Programs Branch
- Benefit Eligibility Branch
- Employment & Income Support Branch
- Macassa Lodge
- Wentworth Lodge
- Strategic Services
- Culture and Recreation
- Program Policy & Planning

Public Works

Fleet & Facilities

Capital Planning and Implementation
- Design and Engineering
- Capital Budget
- Construction & Commissioning
- Urban Design & Infrastructure Planning

Operations and Maintenance
- Beautification
- Cemeteries
- Forestry
- Parks Maintenance
- Roads
- Traffic

Transit (Hamilton Street Railway)
- Operations
- Route Planning & Scheduling

Waste Management
- Collection
- Disposal
- Planning

Water & Wastewater Division
- Quality
- Distribution
- Collection & Treatment
- Operational Planning

Red Hill Valley Project

Municipal Service Centres are located in the following communities for your convenience:

Ancaster	300 Wilson Street East
Dundas	60 Main Street
Flamborough	163 Dundas Street East
Glanbrook	4280 Binbrook Road
Stoney Creek	777 Highway 8

MUNICIPAL MUSEUMS

Battlefield House:
77 King Street West, Stoney Creek

Dundurn National Historic Site:
610 York Boulevard, Hamilton

Fieldcote Memorial Park & Museum:
64 Sulphur Springs Road, Ancaster

Hamilton Children's Museums:
1072 Main Street East, Hamilton

Hamilton Museum of Steam & Technology:
900 Woodward Avenue, Hamilton

Whitehern Historic House and Garden:
41 Jackson Street West, Hamilton

CONTACT INFORMATION

Hamilton City Hall:
71 Main Street West, Hamilton, ON L8P 4Y5

Mayor Robert E. Wade
Bus: 905-546-4200 Fax: 905-546-2340

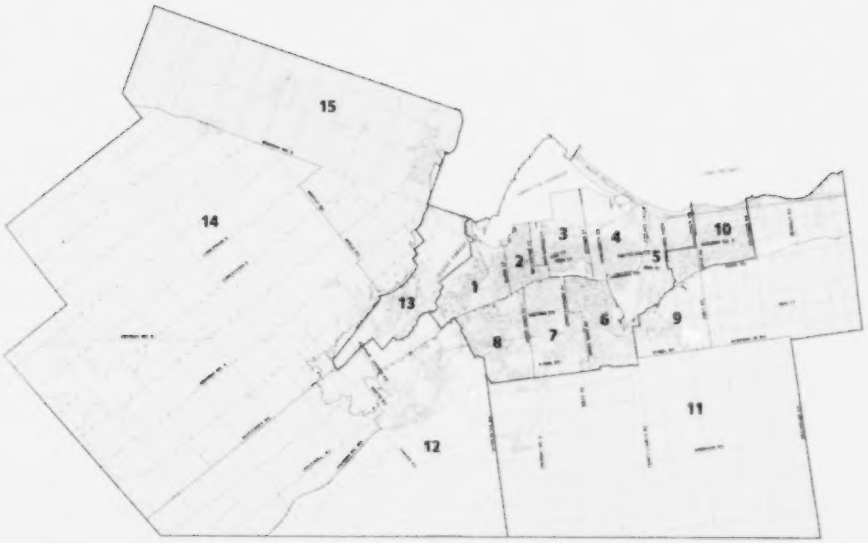
Customer Contact Centre (905) 546-CITY (2489)

We can answer your questions, assist you with a concern, or help you find the right person.

Residents in the 519 area code are reminded to call (519) 647-2577 to be connected to the City of Hamilton. Campbellville residents can call (905) 634-2971 for connection to City services.

The Bell Canada Relay service is available to assist in reaching the Customer Contact Centre: TTY users ONLY, call 711 (no charge). If 711 is not available, call 1-800-267-6511.

Translation is available in 149 languages. When calling (905) 546-CITY, callers can identify their language preference to be connected to the appropriate interpreter.



COUNCILLORS AND WARDS:

WARD 1 – **Marvin Caplan**
Business: 905-546-2416 Fax: 905-546-2535

WARD 2 – **Andrea Horwath**
Business: 905-546-2711 Fax: 905-546-2535

WARD 3 – **Bernie Morelli**
Business: 905-546-2702 Fax: 905-546-2535

WARD 4 – **Sam Merulla**
Business: 905-546-4512 Fax: 905-540-5192

WARD 5 – **Chad Collins**
Business: 905-546-2716 Fax: 905-546-2535

WARD 6 – **Tom Jackson**
Business: 905-546-2707 Fax: 905-540-6105

WARD 7 – **Bill Kelly**
Business: 905-546-2706 Fax: 905-546-2535

WARD 8 – **Frank D'Amico**
Business: 905-546-2712 Fax: 905-546-2535

WARD 9 – **Anne Bain**
Business: 905-546-2703 Fax: 905-540-5183

WARD 10 – **Larry Di Ianni**
Business: 905-546-2701 Fax: 905-546-2535

WARD 11 – **David L. Mitchell**
Business: 905-546-4513 Fax: 905-546-2483

WARD 12 – **Murray Ferguson**
Business: 905-546-2704 Fax: 905-546-2535

WARD 13 – **Russ Powers**
Business: 905-546-2714 Fax: 905-546-3266

WARD 14 – **Dave Braden**
Business: 905-546-2705 Fax: 905-546-2535

WARD 15 – **Margaret McCarthy**
Business: 905-546-2713 Fax: 905-546-2535

COUNCILLORS FROM LEFT:

FRONT:
Andrea Horwath
Marvin Caplan
Margaret McCarthy
Mayor Robert E. Wade
Sam Merulla
Anne Bain

MIDDLE:
Tom Jackson
Russ Powers
Bernie Morelli
Larry Di Ianni
Chad Collins
Frank D'Amico

BACK:
Bill Kelly
Dave Braden
Murray Ferguson
David L. Mitchell

A new identity

Hamilton

New Hamilton Logo

A stylized "H" in the form of a bridge is the new logo for the City of Hamilton.

The bridge symbolizes the vibrant connections between our many communities, leading to opportunity and achievement.

The vertical pillars represent the six communities that have come together to create a rich diversity of people, geography, industry and culture.

Branding

In 2002, the City of Hamilton launched a comprehensive branding and image campaign to attract investment and workers, and change national perceptions about the city.

Hamilton's branding strategy included the launch of: a new logo; a multi-media marketing campaign under the theme "reach, dream, rise, shine" that celebrates the city's successes and diversity; newspaper and outdoor advertising, and; radio commercials featuring prominent Hamiltonians such as Pat Quinn. The City also published a 32-page economic development newspaper insert that was distributed in southern Ontario, Montreal, Ottawa, Toronto and Buffalo. A corporate video was also produced and a major redesign of the City's Web site was undertaken.

Hamilton forged partnerships with local industry and business to help deliver on its brand promise. One such initiative is a partnership with The Hamilton Spectator to provide newspaper-based curriculum materials on municipal government and civics to elementary and high school students.

City of Hamilton Flag

Bishop Ralph Spence designed the flag. Bishop Spence is Canada's leading specialist in the Science of Flags or Vexillology. He has designed numerous flags for municipalities and governments.

The dimensions of the flag are two to one. These are the same dimensions as the National Flag of Canada. The flag is divided with a Canadian Pale in royal blue with borders of golden yellow. The flag uses two major elements taken directly from the City of Hamilton's Grant of Arms. The golden yellow Cinquefoil is a heraldic flower of five petals that is the badge of the Clan Hamilton and represents the name of the city. The links circling the Cinquefoil, also golden yellow in colour, have two meanings - first, a circle of links is the standard heraldic symbol for unity, and second, they symbolize steel. The six larger links are symbolic of the six communities joined in unity. This flag when flown with the Canadian Flag - either stationary on a pole or flown from flagpoles outside at the same height - would be complimentary and distinctive in Canada.

Design: Hodgepog Marketing Design Photographs: Dennis McGrail, Walter J Pick Portraits of Mayor and Cty Manager: Joe Evans Photographic

Hamilton

City of Hamilton
City Hall, 71 Main Street West, Hamilton, Ontario, Canada L8P 4Y5
Phone: 905.546.CITY(2489) www.hamilton.ca